



Cross Country Ski Ontario

Request for Proposals

By: Cross Country Ski Ontario (XCSO)

For: A Human Resources Review

1. Description of Requirement:

Cross Country Ski Ontario, the Provincial Sports Organization for cross country skiing in Ontario, is seeking to procure consultant expertise to conduct a Human Resources Review of its organization.

2. Background:

Divided into four geographical districts, XCSO is an incorporated not-for-profit organization governed by a volunteer Board of Directors. It represents approximately 70 cross country ski clubs and 14000 individual members. In addition to providing a framework for Ontario cross country ski clubs and their individual members to participate in national programs established by the Cross Country Canada (CCC), our National Sports Organization, Cross Country Ski Ontario provides direction, oversight and support to cross country skiing's High Performance program in Ontario. A partner in the delivery of high performance programming is the National Team Development Centre Thunder Bay (NTDC); one of 3 CCC supported training centres in Canada. The NTDC delivers high performance programming to 10 to 15 athletes aged 18 to 28 and also provides programming for Ontario Ski Team (OST) members, aged 15-18.

Cross Country Ski Ontario recently developed a Strategic Plan to guide the organization's activities over the course of the next five years. The year-long strategic planning process, led by a sub-committee of the Board of Directors, the High Performance Committee, and National Development Centre was supported by staff and an outside consultant. This process resulted in a clear definition of the vision for Cross Country Ski Ontario, as well as consensus on the top short and long-term strategic priorities for the future. This new *Strategic Plan for Cross Country Ski Ontario 2016-2021* was officially presented to the membership of Cross Country Ski Ontario at its Annual General Meeting in May 2016.

To support the Strategic Plan, the sub-committee, supported by staff, is currently developing an operational plan for the organization. The operational plan describes the specific activities that are required for each of the priorities of the Strategic Plan with timelines, thus serving as a work plan for the organization for the next few years.

What became clear to the Board of Directors during the Strategic Planning process – and has become increasingly evident during the development of the operational plan – is that Cross Country Ski Ontario needs to conduct a human resources review to assess its capacity to move forward with the priorities identified in its new Strategic Plan. As an organization, it needs to assess its existing human resources, identify gaps and consider options to secure the optimal mix of human resources to ensure success in future. As the NTDC Thunder Bay is an integral partner in the delivery of high performance programming to Ontario athletes, an assessment of the opportunities for efficiencies and alignment of human resources with the National Development Centre Thunder Bay is also required.

Accordingly, the Board of Directors has approved the issuing of this RFP for outside expertise.

3. Objective:

Cross Country Ski Ontario seeks to procure a consultant to do a human resources review of its organization and an assessment of possible human resource alignment and efficiencies opportunities with NTDC Thunder Bay. The consultant will work with a small sub-committee that will provide direction, access to resources and support as required. Some support will also be provided by Cross Country Ski Ontario administrative staff as appropriate.

4. Applicable Documents:

- A copy of the new Strategic Plan for Cross Country Ski Ontario is found here <http://xcskiontario.ca/wp-content/uploads/2017/04/Strategic-Plan-v8-with-new-logo.pdf>.
- The Strategic Plan for Cross Country Ski de Fond Canada may be found here: <http://www.cccski.com/About/Governance/Strategic-Plan.aspx>

5. Description, and Scope of Work, and Methodology:

The purpose of the human resource review is to assess XCSO's current human resources capacity and, in consideration of XCSO's mandate and responsibilities as a Provincial Sport Organization, recommend options for improved human resources capacity to ensure XCSO is positioned for success in future.

The following activities or tasks are within the Scope of Work:

- a) Research/review of organizational structures and human resources capacities of similar PSO's in Ontario.
- b) Research/review of other PSO's for Cross Country Skiing (or similar sport organizations) outside of Ontario.
- c) Review of existing XCSO organizational chart and job descriptions.
- d) Interviews with XCSO staff and selected (approx. 5) board members.
- e) Review of contracts with outside suppliers that provide human resources support.
- f) Review of governance structure
- g) Review of volunteerism: human resources support provided by volunteers

- h) Interview/Consultation with Ministry of Tourism Culture & Sport (funding and oversight of PSO)
- i) Recommendation of best model for human resources for XCSO.
- j) Review of proposed job descriptions, structure, and compensation.
- k) Recommendation for work efficiencies within XCSO and NTDC

6. Deliverables:

- The selected consultant will provide XCSO with a work plan at the start of the contract that outlines proposed activities and timelines.
- XCSO envisions a completed Human Resources Review (assessment and recommendations) to be submitted by the Consultant in a report form with the results of research (e.g. best practices review of other PSOs and other relevant research) provided in an Appendix.

7. Contractor Qualifications:

XCSO is seeking to procure a contractor with experience working with national and/or provincial sports organizations, and with experience, skills and knowledge of human resources practices, including staffing, job assessments, compensation, job descriptions, employment practices and standards, etc.

8. Application Procedures

Please submit completed RFP to admin@xcskiontario.ca by **5pm, August 21, 2017**.

Questions received & answered:

1. How many employees does XCSO & NTDC have?

XCSO

1 full time Administrator

.75 FTE Coaching Development Coordinator

.75 Contract Program Lead

NTDC

2 Full Time – 1 Head Coach & 1 Assistant Coach, Contract wax technician

2. How many outside suppliers provide HR services?

None

3. How many volunteers does XCSO have? NTDC have?

Each organization has many volunteers in multiple roles. XCSO has a volunteer Board of Directors (10) and internal volunteer committees comprised of community members (15). NTDC also operates with a volunteer board of directors (8)

4. What is the selection process? Criteria?
Depending on the number of submissions, we will inform the successful proposal, alternatively, we may need to re-post or ask for an adjustment.

5. What is the expected start and end date?
As soon as reasonably possible (early fall). The duration will likely depend on the scope of the review, as well as timing.

6. Does XCSO/NTDC have a budget in mind for this initiative?
We chose not to include a budget figure in the RFP. We do not want to limit the submissions.

7. Does the successful proponent have to be a resident of Ontario?
No